

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 20 December 1995, immediately following the Closed Session,
in Room GM 407-1, SGW Campus

Attendance

Present: Mr. Reginald K. Groome, *Chairman*, Dr. Tannis Arbuckle-Maag, Mr. Brian Aune, Dr. Michael Brian, Mr. Alex Carpini, Mr. Jonathan Carruthers, Mr. Dane Doleman, Ms. Marianne Donaldson, Ms. Alexandra Flynn, Me Pierre Frégeau, Dr. Henry Habib, Dr. Jeremiah Hayes, Mr. Peter Howlett, Dr. Lawrence Kryzanowski, Mr. Ronald Lawless, Dr. Frederick Lowy, *Rector and Vice-Chancellor*, Sister E. McIlwaine Ph.D., *Vice-Chairwoman*, Mr. Donald W. McNaughton, Mr. Jacques Ménard, Mr. Eric Molson, *Chancellor*, Mr. Brian Neysmith, Ms. Susan O'Connell, Mrs. Miriam Roland, Dr. Elizabeth Saccá, Mr. Humberto Santos, Mr. Claude I. Taylor, *Vice-Chairman*, Ms. Lillian Vineberg, Ms. Susan Woods

Officers of the University: Dr. Charles Bertrand, Me Bérengère Gaudet, Dr. Jack Lightstone, Dr. Harald Proppe

Absent: Dr. Leonard Ellen, Me André Gervais, Mr. Leo Goldfarb, Mr. Paul Ivanier, Mr. Frank Knowles, Me George Lengvari, Mr. Jean-François Plamondon, Mr. Richard Renaud, Mr. Dev Srinivasan, Mr. Brian Steck, Mr. William W. Stinson, Mr. Jonathan Wener

Guests: Ms. Suzanne Belson, Me Bram Freedman, Ms. Marie-Andrée Robitaille-Brodie, Ms. Nicole Saltiel, Ms. Sally Spilhaus

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

BG-95-11-D92	Regulations relating to Approval of Contracts and Signing Authority
BG-95-11-D93	Background information concerning the development of the Code of Rights and Responsibilities and the Terms of Reference for the Ombuds Office
BG-95-11-D94	Executive Summary of the Code of Rights and Responsibilities
BG-95-11-D95	Code of Rights and Responsibilities
BG-95-11-D96	Executive Summary of the revised Terms of Reference for the Ombuds Office
BG-95-11-D97	Terms of Reference for the Ombuds Office
BG-95-11-D98	Candidate Profile, Vice-Rector, Institutional Relations
BG-95-11-D98(a)	Proposed resolution to establish an advisory search committee for a Vice-Rector, Services
BG-95-11-D99	Letter from the Secretary of Senate recommending creation of new graduate prizes
BG-95-11-D100	Letter from the Treasurer concerning the CSST deductible

1. Call to Order

The Open Session was called to order at 8:18 a.m.

1.1 Chairman's remarks

Mr. Groome expressed his appreciation to Vice-Chairman Claude Taylor for having chaired the November Board meeting in his absence. He informed the Board of regrets sent by absentees and conveyed season's greetings from Me George Lengvari.

1.2 Approval of the Agenda

The Agenda was approved as submitted.

1.3 Approval of the Minutes of the Open Session of the previous meeting (15 November 1995)

Dr. Proppe observed that misunderstanding could arise from the second sentence of the Report of the Vice-Rector, Institutional Relations and Finance (Item 13.3, on page 10) which incorrectly implied the \$10 million was being cut only from the provincial grant. He recommended replacing it with the sentence: *"This also confirmed the reduction in the operating budget of \$10 million, as had been assumed."*

Upon motion duly moved and seconded (Roland, Frégeau), it was unanimously RESOLVED:

R95-91 *THAT the Minutes of the Open Session of the previous meeting, held on 15 November 1995, be approved as modified.*

2. Business Arising from the Minutes

Regarding the Report on compliance with environmental legislation and health and safety requirements (Item 9.1 of the Minutes of 15 November 1995, on page 6), a Governor asked whether Legal Counsel verified that the Centennial Building and the Drummond Science Building were protected by the University's liability insurance, despite their state of advanced disrepair.

Dr. Bertrand responded that the University's insurance broker had given his assurance that the buildings' deficiencies would have no impact on the coverage provided.

3. Approval of regulations relating to the approval of contracts and signing authority

The Rector explained that, upon the request of the Office of the Rector, the University's Legal Counsel had drafted a set of regulations to govern signing authority and approval of contracts. These regulations were approved by the Office of the Rector at its meeting of 8 November 1995, and by the Executive Committee at its meeting of 6 December 1995. Dr. Lowy introduced Me Bram Freedman, Legal Counsel.

Upon motion duly moved and seconded (Lowy, Aune), it was unanimously RESOLVED:

R95-92 *WHEREAS the Office of the Rector gave a mandate to the University Legal Counsel to develop a comprehensive policy with respect to signing authority for the various types of contracts and agreements that the University enters into;*

WHEREAS, following consultation with the members of the Office of the Rector, the Regulations Relating to the Approval of Contracts and Signing Authority were

approved by the Office of the Rector at its meeting of 8 November 1995 and by the Executive Committee of the Board at its meeting of 6 December 1995;

BE IT RESOLVED:

THAT, on the recommendation of the Executive Committee, the Regulations Relating to the Approval of Contracts and Signing Authority, Document BG-95-11-D92, be approved;

THAT all previous resolutions relating to the approval of contracts and signing authority be repealed, and that all University documents and policies, including the Purchasing Policy, be modified in accordance with these Regulations; and

THAT the University Legal Counsel be responsible for publicizing these Regulations.

4. Approval of the Code of Rights and Responsibilities and of the Terms of Reference of the Ombuds Office

The Governor representing University staff said the composition of the committee charged with drafting the Code differed from that proposed in the Board resolution of May 1995. She said that while "round table" discussions were held to discuss the draft Code, no prior input had been solicited. In her view, there existed a multiplicity of committees and staff positions at Concordia to deal with very similar matters.

The Rector responded. Dr. Lowy said the Code being proposed for approval by the Board represented the culmination of two years of concerted attention and care. It had had the benefit of open consultation with union representatives, and input from sources throughout the University, including the Executive Committee of the Board. While he agreed there might be some duplication of efforts in the areas addressed by the Code, he urged the Governors to adopt the document in its present form; in coming months the Code could be refined if necessary.

A faculty member supported adoption of the Code, but offered the rejoinder that there must be a commitment to reducing the number of positions dedicated to "rights and responsibilities", otherwise the initiative would be negatively perceived by the faculty. Dr. Lowy interjected that two positions were currently provided for by University policy: the Code Administrator, under the Code of Conduct (Non-Academic), and the Sexual Harassment Officer, under the Sexual Harassment Policy. Were the present Code approved, both positions would be eliminated and replaced by one -- an Advisor on Rights and Responsibilities.

A Governor suggested that reservations about the administration of the proposed Code should be dealt with separately from its content. As the concerns expressed did not appear, to him, to find fault with the actual text of the Code, he encouraged the Board to adopt the proposed Code without further delay.

There followed some discussion about the projected date of implementation of the Code. As the motion stipulated the Code would become operational upon appointment of an Advisor, there was general agreement that the Office of the Rector should proceed expeditiously.

- 4.1 Upon motion duly moved and seconded (Habib, Ménard), it was CARRIED with one opposed (O'Connell) and two abstentions (Kryzanowski, Saccá):

R95-93 *WHEREAS the Task Force to Review Policies Pertaining to Rights, Responsibilities and Behaviour was appointed jointly by the Secretary-General and the Vice-Rector, Services, in October 1993;*

WHEREAS the Task Force undertook an extensive consultation process and prepared a final report which was received by the Board of Governors on 17 May 1995;

WHEREAS the Board of Governors authorized development of a new code of rights and responsibilities in accordance with the recommendations of the Task Force, and the resulting Code of Rights and Responsibilities was approved by the Executive Committee at its meeting of 6 December 1995;

BE IT RESOLVED:

THAT, on the recommendation of the Executive Committee, the Code of Rights and Responsibilities, Document BG-95-11-D95, be approved and that it become operational upon the appointment of an Advisor on Rights and Responsibilities;

THAT the Code of Conduct (Non-Academic), with the exception of articles 10-26 and articles 78-83; the Interim Policy on Temporary Suspension; and the Policy on Sexual Harassment remain in force until such time as the Code of Rights and Responsibilities becomes operational, when they will automatically be repealed; and

THAT when the Code of Rights and Responsibilities becomes operational, all outstanding complaints filed under the Code of Conduct (Non-Academic) or the Policy on Sexual Harassment be deemed to have been withdrawn, and that such complaints may be refiled, if the complainant so desires, under the terms of the Code of Rights and Responsibilities.

- 4.2 Upon motion duly moved and seconded (Habib, Santos), it was CARRIED with one opposed (O'Connell) and two abstentions (Kryzanowski, Saccá):

R95-94 *WHEREAS the review undertaken by the Task Force to Review Policies pertaining to Rights, Responsibilities and Behaviour encompassed study of the Ombuds Office, and the mandate given by the Board of Governors, on 17 May 1995, to draft a code of rights and responsibilities included drafting new terms of reference for operations of the Ombuds Office;*

WHEREAS the resulting Terms of Reference of the Ombuds Office was approved by the Executive Committee at its meeting of December 6, 1995;

BE IT RESOLVED:

THAT, on the recommendation of the Executive Committee, the Terms of Reference of the Ombuds Office, Document BG-95-11-D97, be approved to become operational immediately; and

THAT articles 10-26 and articles 78-83 of the Code of Conduct (Non-Academic) be repealed.

5. Approval of the candidate profile for the Vice-Rector, Institutional Relations

A Governor emphasized the importance of appointing a Vice-Rector, Institutional Relations who is fluently bilingual. Another advised against adhering too strictly to an “ideal candidate” profile. The Rector replied that the Committee would search for the person whose attributes best correspond to those set out in the profile, while holding fluency in both languages as a very strong priority.

Upon motion duly moved and seconded (Lowy, Donaldson), it was unanimously RESOLVED:

R95-95 *WHEREAS, in the context of the search for a Vice-Rector, Institutional Relations, and pursuant to the conditions set out in the Rules and Procedures for Advisory Search Committees, a draft profile of the ideal candidate for the position of Vice-Rector, Institutional Relations, has been developed by the Committee Chair, Dr. Frederick Lowy; and*

WHEREAS input from members of the University community was invited and received, and the Executive Committee considered the proposed profile at its meeting of 6 December 1995;

BE IT RESOLVED

THAT, on the recommendation of the Executive Committee, the proposed candidate profile for the position of Vice-Rector, Institutional Relations, outlined in Document BG-95-11-D98, be approved.

6. Establishment of an Advisory Search Committee for a Vice-Rector, Services

In light of the current restructuring of the senior administration, Dr. Lowy told the Board the portfolio of the Vice-Rector, Services, would have to be evaluated before a search could be constructively undertaken. He said he hoped to be ready to present an outline for the Vice-Rector, Services, portfolio to the Board in February 1996.

Upon motion duly moved and seconded (Lowy, McNaughton), it was unanimously RESOLVED:

R95-96 *WHEREAS Dr. Charles L. Bertrand was appointed to the position of Vice-Rector, Services, at the 15 May 1991 meeting of the Board of Governors to serve a five-year term beginning on 1 January 1992 and ending on 31 December 1996;*

BE IT RESOLVED

THAT, in accordance with the Rules and Procedures for Advisory Search Committees adopted by the Board on 16 March 1994, an Advisory Search Committee for the position of Vice-Rector, Services, be established, with the following composition:

- 1 Chair*
- 1 Board member, representing the community-at-large or the alumni, recommended by the Executive Committee*
- 4 Faculty members, one representing each Faculty and elected by the faculty at large of the Faculty*

- 1 Representative of the senior management, recommended by the Executive Committee of the Board
- 2 Students (one graduate and one undergraduate) nominated by their respective student associations
- 1 Member of the administrative and support staff from one of the units reporting to the Vice-Rector, Services, nominated in conformity with the Electoral College policy
- 1 Librarian nominated by the professional librarians

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AND

THAT the Rector, Dr. Frederick Lowy, be appointed Chair of the Committee.

7. Approval of new graduate prizes from the Faculty of Engineering and Computer Science

Upon motion duly moved and seconded (Lowy, Santos), it was unanimously RESOLVED:

- R95-97 *THAT, on the recommendation of Senate, the proposal to institute three new graduate prizes for graduates of the Faculty of Engineering and Computer Science, as outlined in Document BG-95-11-D99, be approved.*

8. Reports of the Standing Committees

8.1 Advancement Committee

In the absence of Committee Chairman Leonard Ellen, Mr. Jacques Ménard reported on the business of the meeting held on 29 November 1995. Although he had not attended the meeting, Mr. Ménard said he would relate the substance of what was contained in the Minutes.

The Committee met to prepare for the first stage of the Capital Campaign, the cultivation process. Dr. Lowy was making himself available to begin the cultivation of donors, by meeting with interested representatives of various centres of influence in the Montréal community and beyond. Mr. Ménard said the pairing of donors with volunteers had started, and a series of mailings would be initiated in January 1996.

Regarding the Annual Giving Campaign, Mr. Ménard drew attention to the Volunteer Newsletter which had been distributed to the Board members, and noted that approximately 25% of the Campaign objective had been raised to date. There was a focus on improving the rate of alumni participation which was only 10% last year. Mr. Ménard said he and Mr. Chris Hyde, Director of University Advancement, were engaged in discussions about how best to achieve this objective. An intensive phone-mail campaign was the main instrument being used.

Governors contributed suggestions for improving alumni support. These included: (i) involving students in fundraising before they graduate, enhancing their identification with the University, and instilling a sense of responsibility toward future generations of students; (ii) earmarking funds for specific projects which could be realized within a

relatively short time-frame and show tangible results to contributors -- the MacKay St. green space, for example; and (iii) instituting some regularity in phonathon calls by ensuring that callers can speak with the same alumni each year -- in that way, at a minimum, making the annual contact friendlier and, at best, reviving the relationship with the University, and improving the quality of each call and its potential for success. Several speakers emphasized the importance of treating students well if Concordia hopes to attract donations from graduates when their student loan debts are paid off. Someone suggested holding a social event for alumni and student donors; Mr. Ménard agreed it was a good idea.

Mr. Jonathan Carruthers, Concordia Student Union President, proposed some measures the administration might take to endear the University to its students. He recommended making a special effort to provide, or assist in providing, needed auxiliary support services, for example, to single parents. Mr. Carruthers said relations between the student body and the student associations, and among the three undergraduate student associations, had improved significantly this year. The challenge lay in finding the proper mode of communicating, then, increasingly more effective participation by students followed. He reminded the Board of the important financial contribution made by the Engineering Students' Association.

Finally, Mr. Ménard encouraged Governors who had not yet contributed to make their pledges before the end of the tax year. Mr. Groome emphasized the importance of achieving 100% participation by Board members.

8.2 Pension Committee

The Chairman of the Pension Committee, Mr. Ronald Lawless, reported that the Committee had started its annual review of the Pension Fund investment policy at the meeting of 13 December 1995. Any important decisions would be reported to the Board.

9. Report of the Rector

Dr. Lowy told the Board that a CQI (Continuous Quality Improvement) meeting was being planned to bring the union representatives and the senior administrators together, with the aim of improving relations between the two groups. Negotiations with the Concordia University Faculty Association would begin soon.

The Rector said he and Mr. Groome had agreed it would be beneficial to invite the deans to address the Board periodically at regular meetings, about issues and activities of the Faculties.

Dr. Lowy informed the Board about a number of important events and achievements. His remarks are summarized below.

- For the eighth consecutive year, Concordia University chartered accountancy students achieved a higher success rate than students of any other Canadian university. The success rate among first-time writers of the Uniform Final Examination, administered by the Canadian Association of Chartered Accountants, was 82.4% among Concordia students, compared to the Québec average of 53.9% and the Canadian average of 63.1%. Six Concordia students placed in the top ten in Québec, while four placed in Canada's top twenty. One

Concordia student, Ms. Kimberley Miousse, placed second in Québec and third in Canada.

- Dr. S. Hoa, Chair of the Department of Mechanical Engineering and Director of the Concordia Centre for Composites, was awarded a major research grant, valued at approximately \$ 680,000 from a Concordia-NSERC-industry partnership.
- The Engineering and Computer Science Faculty's Undergraduate Student Association will host the fourth annual "Engineers of Tomorrow " Conference. Concordia will welcome approximately one hundred female high school students from the Greater Montréal area to the Faculty -- to hear invited guest speakers, participate in experiments and interact with undergraduate engineering students.
- The British Broadcasting Corporation will visit Concordia in January to film a major piece for its documentary series *Tomorrow's World*, based on Dr. Wagdi Habashi's research into aircraft wing de-icing. Dr Habashi is a professor of Mechanical Engineering and Director of the Computational Fluids and Dynamics Centre.
- Two of the finalists for the Governor General's award for fiction in Canada are, or were recently, students in the English Department at Concordia. The two are Ms. Julie Kieth, a recent graduate of the M.A. in Creative Writing, and Ms. Diana Atkinson, an undergraduate student. Dr. Gary Geddes, a professor of Creative Writing in the English Department, has been awarded the Gabriel Mistral prize by the Government of Chile. The award is for a writer of distinction who has also contributed to Chilean literature and culture.
- The Department of Theatre recently co-produced, with Geordie Productions, the play *A Christmas Carol*. The production received critical acclaim in the Montréal press.
- Mr. David Homel, a part-time professor in the *département d'études francaises*, recently won the Governor General's prize for translation.
- Dr. James G. Pfaus, Assistant Professor of Psychology, is the 1995 recipient of the Frank A. Beach award for outstanding research in behavioral endocrinology. Dr. Alex Schwartzman, Professor and Chair of Psychology, was awarded the 1995 Prix Noel Mailloux for merit by the *Ordres des Psychologues du Québec*, and Mr. Robert Roth, a Ph. D. student of psychology, is the recipient of the prestigious American Psychological Foundation Graduate Research Scholarship in Psychology.
- At a recent open house hosted by Computing Services, commitments were made by DEC Canada and AVNET Corporation toward student bursaries.

Dr. Lowy noted that the Public Relations Department routinely disseminates newsworthy information to the print and broadcast media, both english and french. He reported that Ms. Joan Fraser, publisher of The Gazette, told him the newspaper is planning a feature on Montréal which would present good opportunities for exposure.

A Governor suggested the Board be given an opportunity to congratulate Concordia's top-ranking accountancy students; it was proposed they be invited to attend a Board meeting.

10. Reports of the Vice-Rectors

- 10.1 The Vice-Rector, Academic, Dr. Lightstone, reported that a statement of five principles for setting academic priorities had been considered and approved by Senate and SCAPP. The steering committee of Senate agreed to disseminate the statement, which contained a tentative schedule for implementation, broadly throughout the community.

The planned faculty development programme would be sent to the Faculty Councils for comment. Dr. Lightstone was optimistic it would return to Senate for approval in February or March, with the goal of putting the programme into operation for the upcoming academic year. He also reported that SCAPP had given its unanimous approval to the proposal for overhaul of the academic appraisal process, which would similarly be discussed by the Faculty Councils and forwarded to Senate as soon as possible.

- 10.2 The Vice-Rector, Services, Dr. Charles Bertrand, announced that several of Concordia's athletic teams were enjoying tremendous success. He offered these examples: Mr. Les Laughton, coach of the women's hockey team, recorded his 300th win as Concordia's Stingers prevailed over the United States' number one team at the Princeton Women's Hockey Invitational Tournament. As well, the men's basketball team's head coach, Mr. John Dore, won the Coach of the Year Award and his Stingers were recognized as Quebec's outstanding men's team.

Upon motion duly moved and seconded (Lowy, Lawless), it was unanimously RESOLVED:

- R95-98 *THAT the Board of Governors congratulate and commend Mr. Harry Zarins, Concordia's coaches and assistant coaches, and the staff of the Recreation/Athletics Department, for the outstanding performance of Concordia's athletic teams, and that the Board express its appreciation that so much talent has been so generously shared in Concordia's name.*

- 10.3 Dr. Proppe, the Interim Vice-Rector, Institutional Relations and Finance, reported that he would soon meet with Budget Committee Chairman Brian Aune for tentative discussions on internal planning, based on projected budget figures. There was no doubt that cuts would be at least as severe as those sustained in the current year.

Dr. Proppe reported also that he had heard, from the provincial government, that the compensation sum for implementation of Concordia's employment equity programme had been approved. Payment was expected shortly.

11. Correspondence

There was no correspondence.

12. Any other business: Approval to delegate signing authority (CSST)

Me Gaudet, the Secretary-General and Secretary of the Board, explained the proposed item was being added to the Agenda at the request of the Concordia Treasurer. The University had been requested, by the CSST, to provide a formal delegation of authority

to an officer of the University, to select the level of deductible applied in CSST claims. At Concordia, this function is routinely performed by the Treasurer at yearly intervals, but no formal attestation of authority existed. Thus, Me Gaudet said, the proposed motion would merely formalize current practice.

The following resolution was adopted unanimously and without debate:

R95-98 *ATTENDU QU'en vertu du 1^{er} alinéa de l'article 5 du Règlement sur l'ajustement rétrospectif de la cotisation, l'employeur visé à son article 1 ou à 1.1 doit faire parvenir à la Commission de la santé et de la sécurité du travail (CSST) un avis de son choix d'assumer, pour l'année de cotisation visée, le coût des prestations dues en raison des accidents du travail et des maladies professionnelles jusqu'à concurrence d'une limite, pour chaque accident du travail ou maladie professionnelle, d'un montant équivalent à 1/2, 1, 2 ou 3 fois le maximum annuel assurable de l'année de cotisation;*

IL EST RESOLU

QUE le Conseil d'Administration délègue à monsieur Jean-Paul Lauly, Trésorier, Université Concordia, le pouvoir de signer pour et au nom de l'Université Concordia le formulaire "Attestation du choix de la limite par réclamation pour l'année 1996" et de communiquer à la CSST le choix de la limite par réclamation de l'Université Concordia pour l'année de cotisation 1996;

Cette résolution entre en vigueur immédiatement.

13. Date of next meeting

The next regular meeting of the Board will be held at 8:00 a.m. on Wednesday, 17 January 1996, in Room GM 407-1 on the SGW Campus.

14. Adjournment

The Open Session adjourned at 9:40 a.m.

Me Bérengère Gaudet
Secretary of the Board of Governors